

DECISION-MAKING HARMONY

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CHECK-IN

SHARE A RECENT **POSITIVE**
DECISION-MAKING EXPERIENCE...

WE BELIEVE IN...

CONSCIOUS – It's paramount that what we do matters, that we listen to not only the most prominent voices in the room but give all space for participation.

COURAGEOUS – It's time to change we have led. The conventional forms of management have led us to the crises we face today. We feel that there's another way, and, as a lab, we experiment with new leadership practices.

CREATIVE – Work can and should also be a place of play. We use visual thinking, design thinking and generative processes to bring out collective brilliance.

COLLABORATION – Because we simply don't feel we should or could do this alone.



WALKING BETWEEN WORLDVIEWS



Adapted from "Diffeling Worldviews" (Martusewicz et al. 2021, 10)

DECISION HARMONY

SHARING POWER



DECISION-MAKING HARMONY

1. QUESTION

What is the question underlying the decision?

2. CONSTRAINTS

3. PARTICIPATION

4. METHOD

5. SHARING

6. RECOGNITION

1. QUESTION

What is the question underlying the decision?

Working out a question allows to scope out the decision. An open question that everybody can connect to, that is not opinion-based but curiosity-based, shifts the decision-making from convincing to real curiosity about people's perspectives. Shifting from a fear-based approach to a trust-based one.



2. CONSTRAINTS AND CRITERIA

What is the zone of possibility in which the decision sits?

There is no question or decision for which everything is possible. Constraints exist and naming them explicitly is important (eg. timeline, budget, location, etc.). It allows for a shift where people can feel comfortable about a decision being made without their participation, and trust that their colleagues will make an appropriate decision.



3. PARTICIPATION

Who will participate in and contribute to the decision?

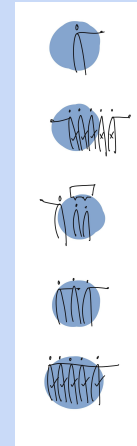
Instead of selecting who will contribute to the decision, it is about opening it up by sharing criteria regarding who (types of perspectives, minimum diversity) should be there. As a result of inviting based on criteria, people feel included and can assess whether they should be present. It allows for wider perspective and cultivating belonging and inclusion, as well as autonomy.



4. METHODOLOGY

Which decision-making method will be used for this decision?

Lack of clarity and communication around the way a decision is made can create confusion and frustration. Knowing which method is being used provides people with clarity on the role they are invited to play, and trust towards others making decisions in their absence. In an organisation, adopting decision-making methods in an explicit way creates system efficiency.



AUTOCRATIC






MAJORITY VOTE

CONSULTATION

CONSENSUS

CONSENT

4. METHOD

	CONTROL	RESPONSABILITY	PARTICIPATION	SPEED	
	AUTOCRATIC	Individual	Decision-maker	None	Fast
	MAJORITY VOTE	Collective	Collective	Superficial	Fast
	CONSULTATION	Individual	Decision-maker	Yes	Fast
	CONSENSUS	Collective	Collective	Yes	Slow
	CONSENT	Collective	Collective	Yes	Fast

SOURCE Going Horizontal: Creating a Non-Hierarchical Organization, One Practice at a Time. By Samantha Slade. Berrett-Koehler Publishers, 2018.

5. SHARING

How will the decision be shared ?

Transparency is key in decision-making. It is about:

- 1 notifying people that a decision was made - What is the system for notifying people?
- 2 documenting the decision - Where is it being documented (eg. a decision log)?

Integrating these steps helps the system stay healthy.



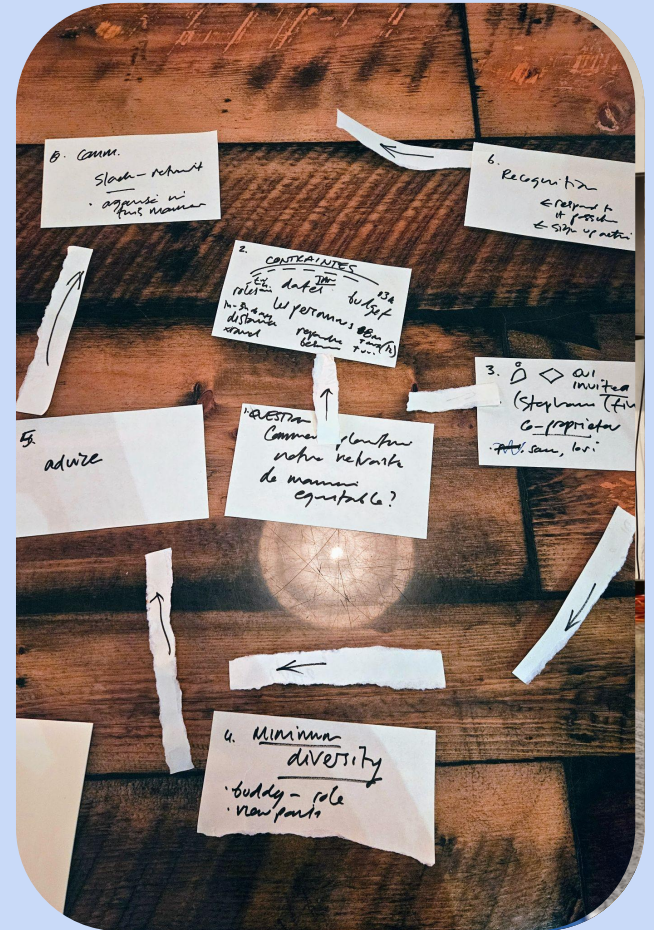
6. RECOGNITION

How will the decision-makers be recognized?

This step is different than “sharing”. The intention is to recognize and celebrate the people who worked hard to ensure that the decision happened.

This step helps the people involved feel appreciated and seen, and ultimately encourages more decision and movement for the organization.

Celebrating the decision – How will the work of the people who took care of the decision be acknowledged?



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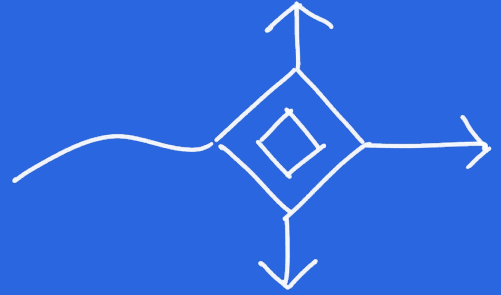
4. METHOD

5. SHARING

6. RECOGNITION

CONSENT-BASED DECISIONS

SHARING POWER



CONSENT BASED DECISIONS

Good enough for
now and safe
enough to try.

A PRINCIPLE

Raise, seek out and resolve objections to decisions and actions

A PROCESS

A (facilitated) group process for decision making

CONSENT = NO OBJECTION

An objection is an argument relating to a (proposed) agreement or activity that reveals unintended consequences you'd rather avoid, or that demonstrates worthwhile ways to improve.

CONSENT BASED DECISIONS

Good enough for
now and safe
enough to try.

Being in life and flow

Focus on keeping things moving,
while staying safe.

Working with purpose as leader/driver

Stepping away from individual preferences,
control/convincing/competitive culture.

Building belonging

Real inclusion, even for guests.

Objections welcomed as opportunities for
sensemaking and moving the proposal
forward.

GENERATIVE DECISION-MAKING PROCESS

- 1 RIPENESS**
- 2 PROPOSAL VERSION 1**
- 3 CLARIFICATIONS**
- 4 REACTIONS**
- 5 PROPOSAL VERSION 2**
- 6 OBJECTIONS**
- 7 VISUAL CONFIRMATION**

Is the time ripe for the decision?
Is the purpose clear?

The proposer formulates a proposal in ideally one single sentence (they might need help for that).

The group has the opportunity to voice questions to the proposer to ensure the proposal is understood.

Each person (minus the proposer) expresses to the group their reaction to the proposal; the different voices and perspectives of all need to be heard.

The proposer can formulate a new version of the proposal in light of all that has been spoken.

Are there any objections to the proposal?
An objection needs to express a risk or a backward movement for the organisation/initiative. Objections are acknowledged and integrated into the proposal.

So that everyone sees that everyone can live with the decision, raise your thumb.

WHAT'S NEXT? THREE LEVELS OF PRACTICE

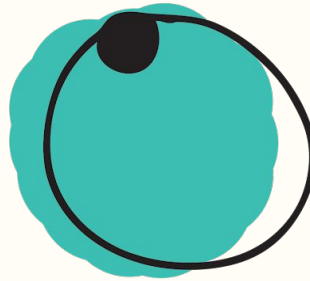
Practice. Practice. Practice.

What's the smallest step you could take to move forward in your decision making culture?



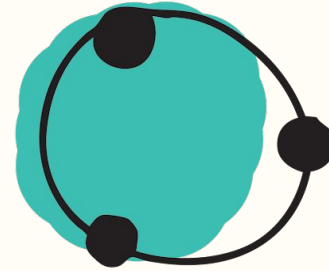
PERSONAL

discrete and individual



INFORMAL

with a few colleagues



FORMAL

agreed upon collectively

From *Going Horizontal: Creating a Non-Hierarchical Organization, One Practice at a Time*. By Samantha Slade. Berrett-Koehler Publishers, 2018

CHECK-OUT

WHAT **LEARNING AM I TAKING**
WITH ME AND WANT TO
INTEGRATE INTO MY WORK?

GET IN TOUCH

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